

GRI DISCLOSURE INDEX

The Global Reporting Initiative (GRI) is an international independent organization that helps businesses, governments, and other organizations understand and communicate the impact of business on critical sustainability issues. GRI's Sustainability Reporting Standards are the most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

This Index is intended to provide a roadmap to ManpowerGroup's disclosures on key sustainability topics with reference to the GRI 2016 Standards. [See Working to Change the World: ManpowerGroup 2021 ESG Report](#) for an overview of our strategy, priorities, progress and impact.

GRI INDICATORS		MANPOWERGROUP REPORTING: LOCATION & NOTES
GRI 102: GENERAL DISCLOSURES		
102-1	Name of the organization	ManpowerGroup Inc.
102-2	Primary brands and services	2020 Annual Report Form 10-K
102-3	Location of headquarters	100 Manpower Place, Milwaukee WI 53212 USA
102-4	Countries of operation	<p>ManpowerGroup operates in 75+ countries. List of Subsidiaries and Affiliates.</p> <p>Largest countries of operation are detailed in the 2020 Annual Report Form 10-K.</p> <p>In 2020, key market operations representing approximately 80% of global revenues provided data for select performance indicators, including Argentina, Australia, Belgium, France, Germany, India, Israel, Italy, Japan, Mexico, Netherlands, Norway, Spain, Sweden, United Kingdom and United States.</p>
102-5	Nature of ownership	2020 Annual Report Form 10-K
102-6	Markets served	2020 Annual Report Form 10-K
102-7	Scale of the organization	2020 Annual Report Form 10-K
102-8	Information on employees	People and Prosperity 2020 Annual Report Form 10-K page 9 2020 ESG Report pages 4-10
102-9	Supply chain	2020 ESG Report pages 23-25
102-10	Significant changes to the organization	2020 Annual Report Form 10-K
102-12	External initiatives	Partnering to Amplify our Impact
102-13	Association memberships	Partnering to Amplify our Impact
102-14	Statement from senior decision-maker	Welcome to Working to Change the World 2020 Year in Review CEO Letter 2020 Social Impact Report page 2
102-15	Key impacts, risks and opportunities	2020 Annual Report Form 10-K Stakeholder Engagement
102-16	Values, principles, standards and norms of behavior	ManpowerGroup Code of Business Conduct and Ethics
102-17	Mechanisms for advice and concerns about ethics	Business Ethics Hotline
102-18	Governance structure	Corporate Governance

GRI INDICATORS		MANPOWERGROUP REPORTING: LOCATION & NOTES
102-20	Executive level responsibility for ESG topics	ManpowerGroup's ESG Steering Committee is comprised of the Chief Financial Officer, Chief People & Culture Officer and General Counsel and led by the Chief Communications & Sustainability Officer Principles of Governance
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-45	Entities included in consolidated financial statements	2020 Annual Report Form 10-K
102-46	Defining report content and topic boundaries	We conduct a periodic review of stakeholder concerns, changes in the regulatory environment, World of Work trends, and competitor reporting. We then prioritize reporting topics based on their relevance to our strategic business objectives and importance to stakeholders. Stakeholder Engagement Reporting includes activities both inside and outside of our organization.
102-47	Relevant topics identified	Stakeholder Engagement
102-48	Restatements of information	None
102-49	Changes from previous reporting period	None
102-50	Reporting period	Performance indicator data is reported for the 2020 calendar year. All other information is inclusive of activities through June 30, 2021.
102-51	Date of most recent previous report	July 2020
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	JoAnn Strickon, Global Corporate Sustainability Manager joann.strickon@manpowergroup.com
102-54	Claims of reporting in accordance with GRI standards	We use the GRI standards to inform our ESG reporting.
102-56	External assurance	Financial reporting has been assured by an external auditor.
GRI 103: MANAGEMENT APPROACH		
103-1	Explanation of material topics	The introduction to each section of our 2020 ESG Report explains the relevance of each material topic to our business and our stakeholders.
103-2	Management approach	Management approach for each material topic is included within each section of the 2020 ESG Report .
GRI 201: ECONOMIC PERFORMANCE		
201-1	Direct economic value generated and distributed	2020 Annual Report Form 10-K
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related risks and opportunities are disclosed in our annual response to CDP, which are publicly available on the CDP site and our corporate website.
GRI 203: INDIRECT ECONOMIC IMPACTS		
203-2	Significant indirect economic impacts	People and Prosperity 2020 Performance Data 2020 ESG Report pages 4-10, 14-16

GRI INDICATORS		MANPOWERGROUP REPORTING: LOCATION & NOTES
GRI 205: ANTI-CORRUPTION		
205-1	Operations assessed for risks related to corruption	ManpowerGroup's global Audit Advisory Services team performs an annual Country Risk Profile Analysis, including corruption risk, across all countries of operation.
205-2	Communication and training on anti-corruption policies and procedures	2020 Performance Data 2020 ESG Report pages 17-19
205-3	Confirmed incidents of corruption and actions taken	In 2020, there were no confirmed incidents of corruption.
GRI 302: ENERGY		
302-1	Energy consumption within the organization	Planet 2020 Performance Data 2020 ESG Report pages 26-29
302-3	Energy intensity	2020 Performance Data
302-4	Reduction of energy consumption	Planet 2020 Performance Data 2020 ESG Report page 26-29
GRI 305: EMISSIONS		
305-1	Direct (Scope 1) GHG emissions	Planet 2020 Performance Data 2020 ESG Report page 26-29
305-2	Energy indirect (Scope 2) GHG emissions	Planet 2020 Performance Data 2020 ESG Report page 26-29
305-3	Other indirect (Scope 3) GHG emissions	Planet 2020 Performance Data 2020 ESG Report page 26-29
305-4	GHG emissions intensity	2020 Performance Data
305-5	Reduction of GHG emissions	Planet 2020 Performance Data 2020 ESG Report page 26-29
GRI 401: EMPLOYMENT		
401-1	Employee hires and turnover	2020 Performance Data 2020 Annual Report Form 10-K page 9 2020 ESG Report pages 4-10
401-3	Parental leave	2020 ESG Report pages 4-10
---	Employee engagement	2020 Performance Data 2020 ESG Report pages 4-10
GRI 403: HEALTH AND SAFETY		
403-1	Occupational health and safety management system	2020 Performance Data 2020 ESG Report pages 11-13
403-2	Hazard identification and risk assessment	2020 Social Impact Report

GRI INDICATORS		MANPOWERGROUP REPORTING: LOCATION & NOTES
403-5	Worker training on health and safety	2020 Social Impact Report 2020 ESG Report pages 11-13
403-6	Promotion of employee health	People and Prosperity 2020 Social Impact Report
403-7	Prevention and mitigation of occupational health and safety impacts directly related to business relationships	People and Prosperity 2020 Social Impact Report
403-9	Work-related injuries	2020 Performance Data
GRI 404: TRAINING AND EDUCATION		
404-1	Average hours of training per year per employee	People and Prosperity 2020 Performance Data
404-2	Programs for upskilling and career management	People and Prosperity 2020 Social Impact Report 2020 ESG Report pages 4-10
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY		
405-1	Diversity of governance bodies and employees	2020 Annual Report Form 10-K page 9 2021 Proxy Statement pages 7-9 People and Prosperity 2020 Performance Data
405-2	Ratio of remuneration of women to men	People and Prosperity
GRI 406: NONDISCRIMINATION		
406-1	Incidents of discrimination and corrective actions taken	As stated in our Code of Business Conduct and Ethics , we encourage all employees to report concerns to their managers or through our Ethics Hotline. All allegations of harassment or discrimination are thoroughly investigated and action is taken at the most appropriate level. Allegations received through the Ethics Hotline are reported to the Audit Committee of the Board of Directors. We do not require employees to take sexual harassment claims to private arbitration.
GRI 412: HUMAN RIGHTS ASSESSMENT		
412-2	Employee training on human rights policies or procedures relevant to our operations	2020 ESG Report pages 14-16
412-1	Human rights reviews / impact assessment	2020 ESG Report pages 14-16
412-3	Significant agreements or contracts that include human rights clauses	2020 ESG Report pages 23-25
GRI 413: LOCAL COMMUNITIES		
413-1	Operations with local community engagement and development programs	People and Prosperity 2020 Social Impact Report 2020 ESG Report pages 9, 16, 25 Work to Change the World

GRI INDICATORS		MANPOWERGROUP REPORTING: LOCATION & NOTES
GRI 415: PUBLIC POLICY		
415-1	Political contributions	The use of company funds for political contributions is strictly prohibited by the ManpowerGroup Code of Business Conduct and Ethics. In 2020 ManpowerGroup did not make any political contributions.
GRI 418: CUSTOMER PRIVACY		
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	2020 Annual Report Form 10-K

SASB DISCLOSURE INDEX

The Sustainability Accounting Standards Board (SASB) is a nonprofit focused on helping companies identify and publicly disclose the financially material sustainability topics that matter most to their investors. SASB has developed industry-specific reporting recommendations, including accounting and activity metrics, to guide businesses' public reporting.

This Index is intended to provide a roadmap to ManpowerGroup's disclosures on the topics identified in the SASB Professional & Commercial Services Sustainability Accounting Standard Version 2018-10. [See Working to Change the World: ManpowerGroup 2021 ESG Report](#) for an overview of our strategy, priorities, progress and impact.

ACCOUNTING METRICS		MANPOWERGROUP REPORTING: LOCATION & NOTES
DATA SECURITY		
SV-PS-230a.1	Description of approach to identifying and addressing data security risks	2020 ESG Report pages 20-22
SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	ManpowerGroup Global Privacy Notice
SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	As reported in the 2020 Annual Report Form 10-K , we have experienced 3 data security breaches resulting from unauthorized access to our systems and other fraudulent activities, such as social engineering. These breaches affected 1 client, however none of the incidents involved confidential business information or personally identifiable information. None of the incidents have had a material impact on our operations or financial results.
WORKFORCE DIVERSITY & ENGAGEMENT		
SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	2020 Performance Data
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	2020 Performance Data
SV-PS-330a.3	Employee engagement as a percentage	2020 Performance Data
PROFESSIONAL INTEGRITY		
SV-PS-510a.1	Description of approach to ensuring professional integrity	2020 ESG Report pages 17-19
SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	0
ACTIVITY METRICS		
SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	We had approximately 25,000 full-time equivalent employees as of December 31, 2020. On average, we place 600,000 associates on temporary or project-based assignments with clients every day.
SV-PS-000.B	Employee hours worked, percentage billable	Not Applicable

STAKEHOLDER CAPITALISM METRICS DISCLOSURE INDEX

The Stakeholder Capitalism Metrics (SCM) developed by the World Economic Forum (WEF) International Business Council define a core set of metrics and disclosures to align companies' mainstream reporting on performance against environmental, social and governance (ESG) indicators and track their contributions toward the Sustainable Development Goals (SDGs) on a consistent basis.

In January 2021, ManpowerGroup joined the International Business Council and committed to aligning our reporting to SCM Core metrics. In this index, we have provided links to data and disclosures that are currently available. [See Working to Change the World: ManpowerGroup 2021 ESG Report](#) for an overview of our strategy, priorities, progress and impact.

SCM CORE METRICS AND DISCLOSURES		MANPOWERGROUP REPORTING: LOCATION & NOTES
PRINCIPLES OF GOVERNANCE		
Governing purpose	<p>Setting purpose</p> <p>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.</p>	<p>Welcome to Working to Change the World</p> <p>2021 Proxy Statement page 8</p> <p>2020 Year in Review CEO Letter</p>
Quality of governing body	<p>Governance body composition</p> <p>Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.</p>	<p>2021 Proxy Statement pages 6-8</p>
Stakeholder engagement	<p>Material issues impacting stakeholders</p> <p>A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.</p>	<p>Our Working to Change the World Plan</p> <p>Stakeholder Engagement</p>
Ethical behaviour	<p>Anti-corruption</p> <p>1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region.</p> <p>a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and</p> <p>b) Total number and nature of incidents of corruption confirmed during the current year, related to this year.</p> <p>2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.</p>	<p>Principles of Governance</p> <p>2020 Performance Data</p> <p>2020 ESG Report pages 17-19</p> <p>Our Anti-Corruption Policy is publicly available to all business partners, and some business partners are provided with access to training on our ethics learning platform.</p> <p>In 2020, there were no confirmed incidents of corruption.</p>
	<p>Protected ethics advice and reporting mechanisms</p> <p>A description of internal and external mechanisms for:</p> <p>1. Seeking advice about ethical and lawful behaviour and organizational integrity; and</p> <p>2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.</p>	<p>Principles of Governance</p> <p>2020 ESG Report pages 17-19</p> <p>Business Ethics Hotline</p>
Risk and opportunity oversight	<p>Integrating risk and opportunity into business process</p> <p>Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.</p>	<p>2020 Annual Report Form 10-K</p>

SCM CORE METRICS AND DISCLOSURES		MANPOWERGROUP REPORTING: LOCATION & NOTES
PLANET		
Climate change	<p>Greenhouse gas (GHG) emissions</p> <p>For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.</p> <p>Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate.</p>	<p>Planet</p> <p>2020 Performance Data</p>
Climate change	<p>TCFD implementation</p> <p>Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation.</p> <p>Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre- industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050.</p>	<p>We are beginning to align our disclosures to TCFD guidelines, as evidenced by our CDP Response.</p> <p>We have committed to set GHG emission targets in line with the goals of the Paris Agreement. We plan to submit our targets to the Science-Based Targets initiative for validation in Q3 2021.</p>
Nature loss	<p>Land use and ecological sensitivity</p> <p>Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA).</p>	Not material.
Freshwater availability	<p>Water consumption and withdrawal in water-stressed areas</p> <p>Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool.</p> <p>Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.</p>	Not material.
PEOPLE		
Dignity and equality	<p>Diversity and inclusion (%)</p> <p>Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).</p>	<p>People and Prosperity</p> <p>2020 Performance Data</p>
	<p>Pay equality (%)</p> <p>Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.</p>	People and Prosperity
	<p>Wage level (%)</p> <p>1. Ratios of standard entry level wage by gender compared to local minimum wage.</p> <p>2. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.</p>	<p>ManpowerGroup complies with minimum wage laws in every jurisdiction in which we operate. We are subject to regulations that govern wage levels in many countries, as well as industry-level collective bargaining agreements in a few markets.</p> <p>We disclose CEO pay ratio in 2020 Annual Report Form 10-K</p>

SCM CORE METRICS AND DISCLOSURES		MANPOWERGROUP REPORTING: LOCATION & NOTES
Dignity and equality	<p>Risk for incidents of child, forced or compulsory labour</p> <p>An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to:</p> <p>a) type of operation (such as manufacturing plant) and type of supplier; and</p> <p>b) countries or geographic areas with operations and suppliers considered at risk.</p>	<p>Human Rights Due Diligence Framework</p>
Health and well-being	<p>Health and safety (%)</p> <p>The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked.</p> <p>An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.</p>	<p>People and Prosperity</p> <p>2020 Performance Data</p> <p>ManpowerGroup offers health insurance to employees and associates in most jurisdictions where such benefits are not legally required. See 2020 Annual Report Form 10-K, page 9</p>
Skills for the future	<p>Training provided (#, \$)</p> <p>Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees).</p> <p>Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).</p>	<p>People and Prosperity</p> <p>2020 Performance Data</p> <p>2020 Social Impact Report</p> <p>2020 ESG Report pages 4-10</p>
PROSPERITY		
Employment and wealth generation	<p>Absolute number and rate of employment</p> <p>1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region.</p> <p>2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.</p>	<p>People and Prosperity</p> <p>2020 Performance Data</p>
	<p>Economic contribution</p> <p>1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by:</p> <ul style="list-style-type: none"> - Revenues - Operating costs - Employee wages and benefits - Payments to providers of capital - Payments to government - Community investment <p>2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.</p>	<p>2020 Annual Report Form 10-K</p> <p>People and Prosperity</p> <p>2020 Social Impact Report</p>
	<p>Financial investment contribution</p> <p>1. Total capital expenditures (CapEx) <i>minus</i> depreciation, supported by narrative to describe the company's investment strategy.</p> <p>2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.</p>	<p>2020 Annual Report Form 10-K</p>

SCM CORE METRICS AND DISCLOSURES		MANPOWERGROUP REPORTING: LOCATION & NOTES
Innovation of better products and services	<p>Total R&D expenses (\$) Total costs related to research and development.</p>	2020 Annual Report Form 10-K
Community and social vitality	<p>Total tax paid The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.</p>	2020 Annual Report Form 10-K